

**ASSESSMENT OF PROCUREMENT PROCESS AND ITS CHALLENGES IN THE
PUBLIC SECTOR
(A CASE STUDY OF KUMASI POLYTECHNIC)**

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**A PROJECT WORK PRESENTED TO THE DEPARTMENT OF BUSINESS
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ABSTRACT

The last decade of the twentieth century had witnessed massive global revolution in the public procurement in most countries (both developed and underdeveloped countries).

Nearly a decade after the introduction of Public Procurement Act, there are still some challenge faced by the Procurement process.

The purpose of this study was to assess procurement process in public sector in Ghana. It was to find out if public sector procurement process helps to achieve the desired operation performance.

The study adopted the survey and descriptive design.

The result indicates that the institution followed the prescribed procurement process which helps them in their operations. However, the study find out that procurement process also faces a lot of challenges which includes bureaucratic nature of the process, long lead time and delay in payment.

Among the recommendations made were that the institutions need to embrace the use of e-procurement for faster and easier ways to procure material..

DEDICATION

We dedicate this work to the Almighty God, the acting president of Christian Service University College (CSUC), Dr. Adubofour and Head of Department of Business Studies Dr. Kwaku Ahenkorah.

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CHAPTER ONE

INTRODUCTION

1.0 Background to the Research

The last decade of the twentieth century had witnessed massive global revolution in the public procurement in most countries (both developed and underdeveloped countries), Arrow Smith and Trybus (2003). These reforms are in the areas of Procurement Processes, Methods, Procurement organization structure and workforce. Prominent among these countries are Canada in December, 2003. Ghana also in 2003 and Sierra Leone which is still in the process after a civil war, as well as Gambia which has seen some level of success in its procurement reforms.

According to Organization for Economic Cooperation and Development (OECD), government expenditure on procurement is estimated to be US \$2,000 billion in 1996 which represent 7% of world gross domestic product (GDP) and 30% of world merchandise trade (Organization for Economic Cooperation and Development, 2002). In Turkey, the government spends around US\$25 billion on procurement only.

Traditionally, the legal framework for procurement activities in the public sector of Ghana was enormously minimal (Westing 1997, Work Bank 1996). Initially it was Ghana Supply Commission which was responsible for the procurement of all public goods. Their services were characterized by improper planning for required goods, lack of adequate database and problems in the timely acquisition of funds which resulted in late delivery. As a result of these developments, most public sector institutions decided to conduct their own procurement activities. These procurements were done in a way that will help achieve the value for money.

The government of Ghana in view of these developments stated a massive public sector procurement and financial management in 1996. The objective of procurement reform proposal were to (Ministry of Finance 2001) promote national development, enhance harmony with other local and internal laws, foster competition, efficiency, transparency and accountability, facilities ease of procurement administration and ensure value for money in both developed and developing countries. They structured their procurement process such that, they will maximize procurement operational performance in order to achieve Value for Tax Payers Money. This brought about the Public Procurement Act, Act 663 of 2003 in a bid to streamline and harmonize procurement rules, regulations and practices in the public sector.

In Ghana, public procurement account for 50 – 70% of the national budget (after personal emoluments), 14 % of GDP, 24% of total imports, (world Bank CPAR 2003). Thai (2009) has also contributed to this by arguing that Public procurement consumes a substantial amount of public money. In Malawi, it was estimated in 2005 that, public procurement constituted 40% of total expenditure, Uganda also had 70% (Development Procurement Committee, OECD 2005).

The important of public procurement call for assessment on how these procurement processes are conducted in an effort to achieve the main objective of the reform. After the passage of the Act, Act 663, 2003, it was mandatory for all public sector institution to set up procurement department. This department will be responsible for implementing the Act (Act 663, 2003).

Kumasi Polytechnic responded to this call by setting up a procurement unit to streamline all procurement activities. In 2008, the public procurement audit revealed that some public institutions were not achieving value for money due to failure to adhere to the right procurement

processes. This research is to find out if the current procurement processes are helping to achieve the key operational performance of procurement, using Kumasi Polytechnic as a case study.

1.1 Problem Statement

Nearly a decade after the introduction of Public Procurement Act, there are still some challenge faced by the Procurement process. These include delay in proving pro formal and delay in payment. These can result in long processes and affect the operational performance in terms of meeting internal customers (departments) need on time. This research is therefore assessing the process of procurement to find out what is causing these problems.

1.2 Research Objectives

The objectives of this research are as follows;

- To evaluate public sector procurement processes.
- To examine the challenges faced by Public institution

1.3 Research Questions

At the end of this research, it is expected that these questions are answered by the researchers?

- What are Public Sector Procurement Processes?
- What are the challenges faced by public institution?

1.4 The significance of the Research

This research aims at studying in to the Procurement Processes and its operational performance on the public sector in Ghana. It's also try t o identify the key procurement processes that will

help public sector institutions to have their required materials on time and to improve upon procurement operational performance.

This research will also be useful as a source of reference for academic purpose for students, Lecturers and other researchers who may conduct future research into procurement processes and its operational performance. To add to this, the internal and external customers of procurement will be familiar with procurement processes for effective collaboration in meeting material requirements of the institution.

In conclusion, it will serve as a guide for policy makers in any future decision making and contribute to the body of knowledge.

1.5 Limitation and Scope of the Research

This research should have covered the entire public sector institutions in Ghana to come out with finding for generalization but, because of inadequate time frame the research will only be limited to Kumasi Polytechnic.

1.6 Structure and Organization of the Research

This introductory chapter is by chapter two which deals with literature review of the topic and focuses on concepts and theories of procurement processes and performance. Chapter three outlines the research methodology which will be use in the research and data collection. Chapter four present the empirical results and discussion of the research.

The chapter five will be about the summaries, conclusions and recommendations of the research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter is concerned with reviewing the general literature on procurement processes and performance. It then outlines the procurement process model; key performance indicators and theoretical framework of the research.

2.1 Definition of Procurement Process

Lysons and Farrinyton (2006) defined a process as a set of sub processes or stages focused on achieving an output. Procurement process is a cycle or chain that shows the activities that procurement goes through in obtaining a given need for operational and strategic purpose. Wan Lu (2007) argues that process consists of flow chart and blue print to describe a process in pictures using symbols with arrow lines connecting each operational step.

(Weele, 2010 p. 29) has described and grouped the process of procurement into six different stages as specification, select suppliers, give contract or ordering, expediting and evaluation of the entire procurement process. (Monczka, Trent and Handfield, 2003) argue in the same line as Weele, but presented the procurement process as cycle with five stages instead of six that Weele is talking about.

These stages will differ according to the nature of procurement and the individual organization in question. This means that, if the product is straight re-buy, modified re-buy and new task all together will determine the stages that will be involved or chosen in obtaining that particular need(s) from an identified and evaluated source. Emmett and Crocker (2008; p 4) suggested that

procurement or procurement process has ten stages from need identification to payment of respective procurement. This is so because most organization combines some stage as one in the process to reduce the lead time and other administrative cost. For instance, some organizations or corporate institutions join the expediting and evaluating as one stage. Based on these facts, there is no unique number of stages of the procurement process. Most writers in this discipline are all in agreement of the fact that, some of the stages will not feature in every procurement activity some of these stages will be taken out if the order is a repeated order.

For example, source identification and selection will be omitted if these source have be pre-qualified initially to assess their capabilities as is been done in some public sector institutions. (Lyson and Gillingham 2003) and (Weele, 2010) introduced a modern way of conducting procurement activity by the use of electronic means (e - procurement). They suggested that, the long process can be shortened through the use of electronic procurement.

2.2 Procurement Process Model

2.2.1 Introduction

The Procurement Process model shows the various steps and stages that a particular procurement activity follows in meeting operational requirement these stages have detailed action which need to be done before progressing to the next stage. Emmett and Crocker (2008), argue that the traditional procurement model for most sectors depicts like the figure below;

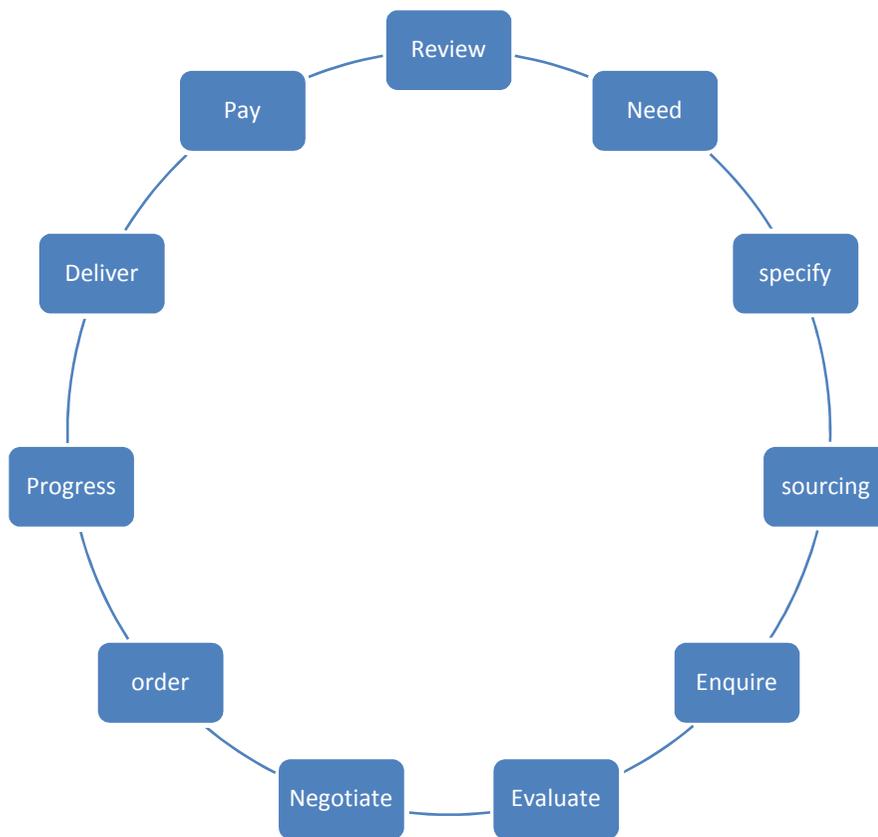


Figure 2.1 Procurement Process Model

Source: Emmert and Crocket 2008

Baily (2005) is however of the view that the above procurement cycle does not recognize the strategic contribution by modern procurement by showing on the tactical aspect of the function.

2.2.2 Need Identification

The procurement process model begins with identification of need(s) for operational sustainability of the organization. These needs are determined by daily activities of individuals and departments which are consolidated to become the overall organization need. This information on most organizations becomes the basic information or input for the budget and procurement plan for a given period. This stage is considered as part of the pre-ordering stage, (Emmett & Crocker, 2008). Lysons and Farrington (2006) also argue that this stage is

characterized with the notification of need to purchase by either requisition that will be raised by the stores stock control or any potential user.

Public sector procurement process has a similar phase which starts with the identification of operational requirements which are determined and specified by the user which are subsequently consolidated as a composite requirement for the procurement of annual procurement plan which according to the procurement Act, Act 663 of 2003 is mandatory for every public sector institution to have. The approach is decided; including consideration such as whether to produce the product(s) in house or source them externally. The goods work or services may be available under existing framework contract. Decision will be taken on funding the applicable procurement rules and the method of procurement, which should be used (e.g open or restricted tendering, request for quotations or proposals single source, etc.). A timetable for procurement process is prepared to serve as a guideline (Act 663, 2003).

2.2.3 Determine Specification

Specification is second stage of the procurement process model after the need has been identified. Specification can therefore be defined as a communication tool used by procurement to communicate the need of the organization to the external users that has interest in the product or service in question (Sollish and Semanik 2007, Bailey et-al 2005 & Weele 2010). There are various forms of specification which are technical, functional, performance, sample, brand and design (Lysons and Gillingham 2003, Lysons and Farrington 2006, Baily etal 2005 Burt, Dobler and Starling 2006). The technical specification gives a highly detailed description or technical properties and activities to perform by the product. Performance gives the output range within which the item must function; whereas the function type ensures the product performance; fit for

the purpose or what it has to achieve. Sample type gives a guide as suitability especially where specification is very difficult to write. This however limits competition to some extent in perfect competitive environment. Brand specification also denotes customers' preference. One of these of specification is usually adopted in any procurement. However, each has its own merit and demerit side which need to be identified and analyzed before choosing a type. Procurement contributes by providing information on the available supply; identification of risk on suppliers and products, where to use standardization to avoid unambiguous specification and promote competition in Ghana, the public procurement Act, 663 of 2003 requires that, specification preparation should be devoid of brands which will not limit competition but rather present specification which open to everybody to participate in order to achieve value for money.

2.2.4 Sourcing

This stage is identification of location of supply in the market place based on material requirement. As part of the activities at this stage, the attractiveness of the market in terms of its expansion and contraction will influence the number of suppliers. This source can be identified through the internet trade journals, trade exhibition yellow pages of telephone directorate and suppliers' data base of the organization. In this regard (Weele, 2010) suggested that the source should be identified and evaluated simultaneously instead of treating it as a separate stage in the procurement cycle.

In Ghana, the public sector Act, (Act 663, 2003) defines sourcing to include pre - qualification of potential suppliers, preparation and issue of tender documents, requests for quotation or for proposals, evaluation of responses and the selection of successful tender which constitute the entire sourcing process. Lysons and Farrington (2002) also argue in the same line by saying that,

sourcing stage includes, activities or processes like enquires or request for quotation which are sent to suppliers, accompanied by additional documents, such as drawings, specification and any document or information that will enable potential suppliers to submit a quotation.

2.2.5 Enquiry and Evaluation

This stage is very important in the procurement cycle because this determined the quality of the output (product) to be procured. Suppliers are asked to give information on the following: details of the organization, financial details, equipment and facilities, management skills and reference to assess the capabilities of that particular source before it will allow providing information (quotation or tender) on the product or service, Emmert& Crocker, (2008). This stage determines the technical and financial capabilities and competencies of the source identified. Public sector procurement in Ghana defined this stage as the analysis of information that has been submitted by potential sources. This stage has been divided into four distinct stages which start from the preliminary selection of tender with already determined criteria. The second stage is the commercial evaluation which emphasis on delivery period proposed by the buying institution and supplying institution. The terms of payment are also evaluated at this stage and other terms which are considered as commercial and at this stage to form part of the contract. Lysons and Farrigton added their views that, if quantities are substantial and quality or deliveries are great importance, then further negotiation with the suppliers on capacity to undertake such contract should be done which the procurement Act is in support of this.

2.2.6 Negotiating

Negotiation can be defined as conflict resolution mechanism. (Lysons&Grillingham, 2006) and (Burt, Dobler & Starling, 2006) add that negotiation is where substance issues are properly resolved, relationship can be developed and an agreement reached in enhancing performance to attain efficiency and harmonization. Negotiation practices differ in the public and private sectors in terms of when it can apply during the procurement diagram or process.

Most private sector organization will start to negotiate with supplier after source evaluation which subsequently leads to the award of contracts. However in the public sector, certain condition must prevail before negotiation will be allowed as a method of procurement. These conditions according to (Mckinsey , 2009), (Carter & Kirby, 2006) and (Dominic, 2004 must prevail; when sole source action has been approved; suspected "Cartel" amongst the suppliers; when competitive tendering is not feasible and when country's regulation allows for negotiation. For instance, the (Public Procurement Act, 663, (2003), does not allow public sector institution to negotiate. This can however be allowed after the contract has been awarded and competitive tendering or any other method prescribed by the Act was used, and further clarification on some of the terms are needed to in prove performance and relationship building. This stage of the procurement process is allowed, if adequate planning and research are made, (Dominic, 2004, Burt, Dobler & Starling 2006, Milligan & Blockley, 2009). All these writers have suggested adequate preparation should go into planning and information gathering and analysis, clear objectives should be to serve as a guide for the negotiation team in terms of what needs to be to say and done to arrive at a win-win situation. Based on these premise, conclusion can be drawn

by saying that negotiation can only be successful if adequate plan is done by the buyer and negotiation team.

2.2.7 Ordering and Progressing

After evaluating and negotiation is signing of contract based on the agreement reached at the previous stage of the process. A notification of order or contract will be issue to the successful supplier or contractor to deliver the product or service.

In Ghana, the public procurement Act, (663, 2003) requires that a formal contract document be drawn up, using the agreed terms and condition and sign by both parties. Simpler requirements may be use a procurement order or where framework contract exist, contracting may consist of placing a call-off order under an existing contract. In another way; buyers will negotiate call-off agreement which will be valid for some specific period. This presupposed that the activities of contracting and ordering will be different activities as indicated by (Emmet& Crocker,2008), (Otterheim& Strands, 2006) are of the view that procurement function can add value at this stage if corrective measures are developed such as such; efficient ordering and routine checking that will ensure that all procurement orders are received and confirmed by suppliers; maintenance of a data base of critical procurement and supplier information and taking effective and immediate decision when required.

(Emmett & Crocker, 2008) argue that it is not important to spend time progressing and expediting orders which to them are seen as being an admission of defeat. They continue to suggest that collaborative supply chain thinking will solve major problems that are likely to come up and improved performances tremendously.

2.2.8 Delivery of Goods

Early delivery can be achieved if effective progressing work is done well. One objective of procurement is to ensure early competition of contract to serve intended need. Delivery involves checking products and services with agreed specification and notified the system of receipts and payments. The time taken to do this will impact on the overall. Supply lead time if corrective measures are not taken, (Otterheim& Strands, 2006).

In Ghana, the public sector procurement stipulates that the contract should be managed by both the buyer and the supplier to ensure early delivery. Activities may include; expediting, arranging inspection or freight forwarding chock bank guarantees, establish letters of goods, verification of document and making payment. In other to enhance early delivery of order Lysons and Farrington (2006) are of the view that expedite work should be done to ensure that delivery is done within agreed period to avoid contractual disputes.

2.2.9 Payment and Receiving

Payment of goods procured will largely depend on the terms of contract (payment terms). If the payment terms indicate pre-payment or finance of contract, then payment is probably effected at the early stage of the procurement process before goods are delivered. However if the payment terms affirm payment after delivery and submission of the approved documentation, then that will be the last before reviewing of the entire procurement process.

Reviewing of the whole contract process can be done from any angle of the procurement process. It is done to know the performance of procurement function and subsequent improvement if any. The extent of reviewing, monitoring and control allocated will depend on the importance of the

product or service being procured in relation to the business strategy. (Emmett & Crocker, 2008) and (Otterheim& Strand, 2006) however, argue that, activities at this stage can include setting warranty claims and penalty clause, recording the user's experience with the specific products and suppliers and total compliance pre-project. This reactive approach to procurement can be avoided if corrective measures are taken to obtain the right products or services. If not properly manage can lead to a dispute arising. Proactive strategies can be adopted by procurement management to solve problems raised at this stage of the process. Payment in public sector procurement in Ghana is a hot issue due to inadequate fund for payment with the agreed payment period in the contract payments. Payment are done within ninety days which result in poor delivery and overall performance of the supplying firm and operational of procurement function of shortages

2.3 Electronic Procurement (E-Procurement) Process

In the last four decade, both public and private sector organization have been making good use of information technology system in an attempt to shorten and also automate their procurement and other process. It is recently that e-procurement systems have recorded the needed attention deserves as a means of enhancing the procurement process (Kistor 2006)

According to chartered Institute of purchasing and supply (CIPS) e-procurement buying process covers requisition against agreed contract, authorization, order, receipt and payment. The success of these depends on the ability of the system to communication across boundaries Krishor et al (2006) have indicated that quite a number of public institutions are in the process of implementing e-procurement as part of e-government agenda.

There has been confusion on the definition of e-procurement (Vaidya et al, 2004). E-procurement has been defined by (Carter & Kirby, 2006) as the Business to Business procurement and sale of supplies and services over the internet Vaidya, Sajeer& Calendar (2006), (Murry, 2001) (Parida &Parida, 2005) have all added their voices to the definition of e-procurement as an internet-based information and communication technologies in carrying out all procurement processes. All of them mentioned the use of internet in conducting e-procurement, which presupposes that, certain information communication technology infrastructures such as, computers, servers database and platform should be available exchange of information amongst partners.(Weele, 2010) has also contributed to this topic by saying that, e-procurement exist to support the procurement process through available database exchange.

Parida&Parida (2005) as cited in Aburdon (2001) have also contributed to the definition of e-procurement as a system that allows companies to automate the tactical process and work flow associated with procurement. They go on to say that, procurement managers are able to reduce paper work trails and make critical strides in efficiency. E-procurement includes aspect of procurement of function of various forms of electronic communication and takes different forms when it comes to the user in both public and private sector. Singh & Thomson (2005) added their view by saying that e-procurement is used to manage all procurement activities from request to payment of suppliers. Examples of the use of e-procurement are; sourcing of buyers and sellers, digital catalogue of product, online biding, ordering, payments, goods dispatch notice and management of the logistics and supply chain management (Sigh & Thomson, 2005).

Burt, Dobler and Starling (2006) contributed to this by given three models for which public sector can use e-procurement which are; notification model for new solicitation to set of suppliers while the second model allow suppliers to read and respond the solicitation with the last model for reverse auction.

The whole idea of e-procurement is reduce cost and activities efficiencies in the procurement function. Cost Reduction can be achieved through reduction in paper work, man hours and little space needed for files and goods. Various writers who have contributed to this area have all emphasized on the indirect benefits that e-procurement contributed to the procurement process by making the process short between ordering and the use of suppliers; and also there is a greater flexibility in ordering goods from different sources at the same time.

A review of e-procurement literature, primarily from the last five years, shows a lack of core contracts around critical success factors. The reason for this might be that implementation of e-procurement initiatives in the public sector is still on the early stages, Tonkin (2003) argues there is little history of extensive use of e-procurement in the public sector and therefore, the academic literature covering early public sector adoption of e-procurement is limited.

2.3.1 Types of E-Procurement Models

Lysons and Farrington (2006) as cited in Kalakota and Robinson come out with seven basic type of e-procurement trading models. These are EDI Networks, Business-to-Employees (B2E) Requisition Applications, Corporate Procurement Portals, First –Generation Trading Exchanges, Community Catalogue and Storefront, Second Generation Trading Exchanges, Transaction –

Oriented Trading Exchange, Third – Generation Trading Exchange: Collaborative supply chain and Industry Consortia: buyer and supplier led.

2.3.2 Successful Implementation of Electronic Procurement Model

According to Kishor et al (2006) e-procurement needs the following to ensure successful implementation end user up take and training, supplier adoption compliance with best practices for business project management, system integration security and authentication, re-engineering the process, top management support, performance measurement, change management, e-procurement implementation strategy and technological standards. Viady Sajeer & Challender (2006) have suggested three types of E-Procurement systems: Buyer E-Procurement Systems Seller -E -Procurement Systems and Online Intermediaries. These systems need to be integrated to ensure successful implementation by procurement and selling organization. Due to these infrastructure requirement at both ends, it has become quite difficult in it implementation as an alternative to the traditional procurement.

2.4 Assessment of Procurement Process

Management of the procurement process are very much concern with efficiency and effectiveness, they control the performance of procurement function to achieve this. It is very important to assess how well the procurement process has gone, identify any weakness or problems and needed action to prevent it from future occurrence. Public procurement or procurement process are required by law in Ghana (Act 663, 2003) to conduct formal procurement evaluation or audit to access it performance. The assessment is conducted based on determined criterion already in the tender document.

2.4.1 Key Operational Performance Indicators (KOPs) of Procurement

There are some key indicators that are used to measure procurement performance in order to achieve operational goals. These consist of right quality with defects free, products or material delivered on time in order to respond quickly to the market needs. Products or material availability and right quantity to reduce storage cost and lead time of the entire procurement process should be short in order to avoid shortage in the system.

2.4.2 Relationship between Procurement and operational performance

There is a strong relationship between procurement process and its operational performance if the process is very sufficient in sourcing for materials for operation use; clearly it has a positive impact on the performance by getting the right product on time with right quantity to ensure 95% availability rate with the overall lead time. However vice versa in the process is inefficient.

2.4.3 Improving Procurement Process and performance

There is some sequence of activities when followed well in planning of operational requirement, cooperation with stakeholders for information flow, comprehensive procurement document, and early approval spending and the use of information communication technology in shorten the sourcing and delivering process and active contract management to achieve key performance indicator for procurement process or function.

2.4.4 Causes of Poor Performance of Procurement Function

Poor performance of procurement can be accredited to so many factors like; lack of planning, and funds, bureaucratic system and lack of understanding the process by stakeholders are some the major causes of the poor performance by procurement. The absence of infrastructure for

information communication technology to shorten the lead time of public sector procurement process can be attributed to poor performance.

2.4.5 Management of Procurement Process and Performance

In today's ICT world, proper ICT infrastructures can enhance procurement process audits performance to promote integration amongst supply chain players. Key performance indicators need to be communicated to all stakeholders to make it a working document to monitor and improve the function.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter explains the research methodology used to obtain information in relation to the research. The methodology looked at methods, techniques, procedures for gathering and analyzing data, research designs, population and instrument use in data collection. The reason for combining these tools is to produce research findings that are authentic and to come out with valid conclusions.

3.1 Research Design

This research is based on the assessment of procurement processes in the public sector. Kumasi polytechnic is therefore selected as a case study institution. The entire procurement and stores department was used as a sample frame for this research.

We used the survey method by using questionnaires for data collection with the view to generalizing from sample to population. In the survey method we gathered opinions of people on this issue. The survey method was good for this research because it helped us to achieve our objectives for the research and come out with meaningful conclusions and recommendations from the study.

We used both explanatory and descriptive approaches. The explanatory approach was used to explain the items in the procurement process.

3.2 Target Population of the Research

The target population for this work is procurement and stores officers of public sector institution who are directly involved in public procurement activities in Ghana.

3.3 Sample Frame

The sample frame for this research is Kumasi polytechnic since the topic under review is assessment of procurement process in public sector, it therefore appropriate because it is public sector institution in Ghana. A sample size of fifteen was selected by the use of purposive sampling.

Kumasi polytechnic is tertiary educational institution with procurement function that is responsible for acquiring operational requirement and contract management.

3.4 Data Sources

This research made use of both primary and secondary source of data. The primary source was for collecting data in the field of study. In the secondary it involves long hours in libraries and also through internet. This helps us to come out with general understanding for the topic.

3.5 Method of Data Collection

We made use of one main primary data collection method which was the used of questionnaires in collecting our data from the case study institution. We also made use of text book and academic journal for our literature review.

3.6 Direct Administration Approach

The survey included the direct administration of questionnaire to collect data from staff of the Procurement and Stores Department of Kumasi Polytechnic. The rationale behind this is to have a standard way of collecting data and also to have a fair idea of how the public sector procurement works in this institution.

3.6.1 Data Analysis

We used closed-ended questions which provide possible answers for respondents to tick. The data received was coded and entered into a computer for processing using the statistical package for social science (SPSS) and Excel software. We used tables, graphs and figures to analyze the relationship between variables. The results from the case study institution were analyzed to know how the procurement process is performed by taking into account the objectives for this work.

3.7 Validation and Reliability of Research

We used several methods and sources of data to enhance the work. Structured questionnaires were used to eliminate biases, each member in our group worked hard and we compared and discussed until agreement was reached to define characteristics.

3.8 Ethical Issues

We asked permission from management of the institution to do the research work, we informed the respondents to seek consent to participate in this work process. We assured them that their responses were for purely academic purposes and nothing else.

3.9 Profile of the Case Study Institution

3.9.1 Introduction

This presents the profile of Kumasi polytechnic the public sector institution chosen as a case study for this research Kumasi Polytechnic is in the heart of Kumasi, the Garden City of West Africa the capital city of Ashanti Region of Ghana. This institution was established in 1954 as a technical institution to train student on craft courses. It was therefore turned into a polytechnic with a second cycle status under the control of Ghana Education service with programmers offered in Engineering, Catering and Fashion Design in 1963. In 1992 there was a new law that upgraded polytechnics, the polytechnic law, 1992 –PNDC Law 321, it upgraded polytechnic to provide tertiary education through full time course in manufacturing, commerce science, and technology applied social science and others. In 1992 the institution offered seventeen(17) full-time higher National Diploma (HND) eight(8) Tertiary Non- HND programmers and seventeen(17) Tertiary Part- Time programmers with a total student population of 2274 under three school faculties. They were Applied Sciences, Business and Management Studies and Engineering.

The Polytechnic Act, 2007 Act 745 also gives the polytechnic a better stand to enable to it expand its bounds in times with the changes in society. Currently, the polytechnic is offering three Bachelor of Technology programmers with two year duration. Other programmers' offers are Top-up, twenty (20) HND. Four (4), tertiary Non-HND and fifteen (15) Non –Tertiary part – Time programmers (2011 polytechnic report).

CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction

This chapter explains information gathered from the field through the use of questionnaires. This was analyzed to emphasize responses from respondents using various forms of graphical representations. This chapter is also divided into sub-headings to throw more light on questions answered in the questionnaires.

4.1 Demographic Data

On demographic data, questions were asked on gender and job title held by respondents.

The population size of 15 respondents was gathered from Kumasi Polytechnic. In dealing with gender, the respondents were 6 females and 9 males.

Table 4.1 throws more light on the gender distribution of respondents.

Table 4.1 Distribution of Respondents by Gender from Kumasi Polytechnic

Gender	Frequency	Percentage %
Males	9	60
Females	6	40
Total	15	100

Source of data; filed study 2013

Table 1 show that 9 of respondents representing 60% of participants were males while 6 respondents representing 40% were females. This clearly shows that there were more male participants than females in this survey and it may be as a result of the institutions selected having more male employees than females.

The study sought to find out the job titles of respondents from Kumasi Polytechnic. Responses are illustrated in Table 4.2

Table 4.2 Job Title of Respondents

Title of Organization	Frequency	Percent
Head of procurement unit	1	6.7
Head of stores	1	6.7
Procurement Officers	5	33.3
Stores asst.	1	6.7
Procurement Asst.	7	46.7
Total	15	100.0

Source of data; filed study 2013

From the table above, there are 15 respondents on the job title which is headed by 1 head of procurement unit officer. The stores is headed by 1 officer, 1 store assistant, 5 procurement officers and 7 procurement assistants making the total number of 15 employees in that unit.

The respondents were asked to explain how the procurement process is done in their institution. They explain that the process starts from need identification by the user departments which servers as input for procurement plan. After approval the procurement department prepares tender documents and source for potential suppliers to supply. Tenders are evaluated and recommendations and sent to Entity Tender Committee for approval. Contracts are awarded for the supply of materials to stores for onward supply to the user departments. They also added that

the processes are very cumbersome this leads to long lead time which creates occasional shortage and affect performance of procurement.

4.2 Research Question: OneCan public sector purchasing process help in achieving high performance?

This was to find out from respondents if the public sector purchasing processes help in achieving high performance. This can be illustrated below in Table 4.3

Table 4.3

	Frequency	Percentage (%)
Vaield Strongly agree	7	46.7
Agree	6	40.0
Disagree	2	13.3
Total	15	100

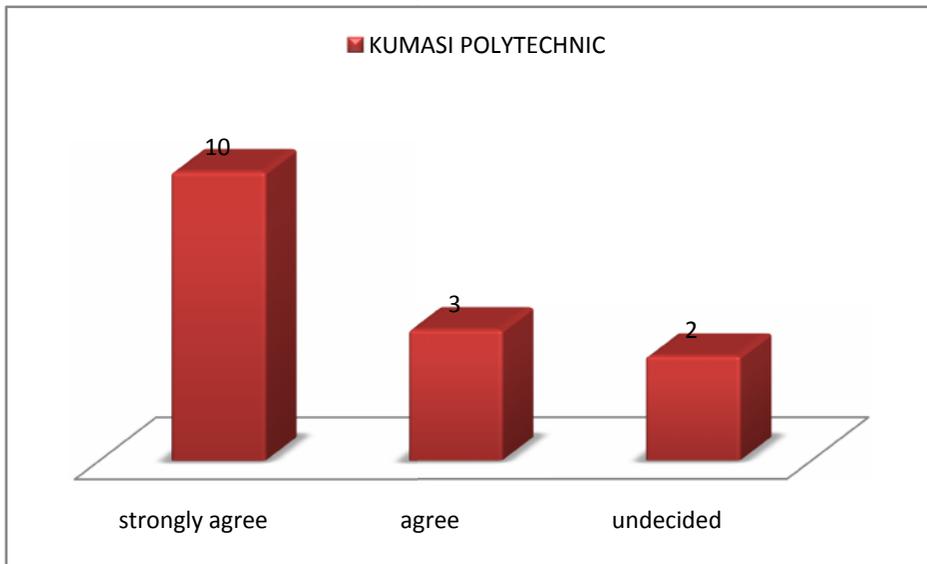
Source of data; filed study 2013

From the above table, 7 of the respondents strongly agreed, contributing to 46.7 % of the total number, 6 of them also agreed and that also contributed to 40%. Finally 2 of the respondents disagreed, that also covered the remaining 13.3% of the total population.

4.2.1 Quality of Materials Procured Depends on Purchase or Procurement Process

This was to find out from respondents if the procurement process helps in achieving quality in materials purchased or procured. Out of 15 respondents from Kumasi Polytechnic, 10 strongly agreed that quality of materials procured depended on the procurement process adopted by the school, three respondents agreed with the statement while the remaining two respondents were undecided as to whether quality materials procured depended on the procurement process.

Figure 4.1 Quality of Materials Purchased Depends on Purchase or Procurement Process



Source of data; filed study 2013

From the above figure it is realized the majority of 10 respondents from 15 strongly agreed with the statement that quality of materials purchased depended on the procurement processes adopted by the institution, while two respondents however were undecided with their response to the statement.

4.3 Research Question Two: What are the Challenges Faced by Public Institutions with regards to Purchasing Processes?

This was to find out from respondents the challenges public institutions go through with regards to purchase processes in the procurement of materials in the administration of their selected. According to the questionnaires of the 15 respondents, 7 were of the view that a major challenge faced by public institutions with regards to purchasing process is delay in providing proforma invoice and payment that represent 46.7 percent of the total number.

1. Respondent also think that Auditors interference is also a challenge to the purchasing process as they want to get receipt for every amount including transport fairs. This contributed 6.7 percent of the population.
2. Respondents also think that lack of education on the process is one of the challenges faced by the procurement process. This represents 13.3 percent on the whole.
3. Respondents were of the opinion that match documentation on public procurement process is another challenge. They think that the current processes involve a lot of paper works before anitem can be bought. This also took care of the remaining 33.3 percent.

Table 4.4 Challenges Faced by Public Institutions with regards to Purchasing Processes

	Frequency	Percent
Valid delay in providing pro forma invoice and payment	7	46.7
Auditors interference	1	6.7
lack of education on the process	2	13.3
match documentation	5	33.3
Total	15	100.0

Source of data; filed study 2013

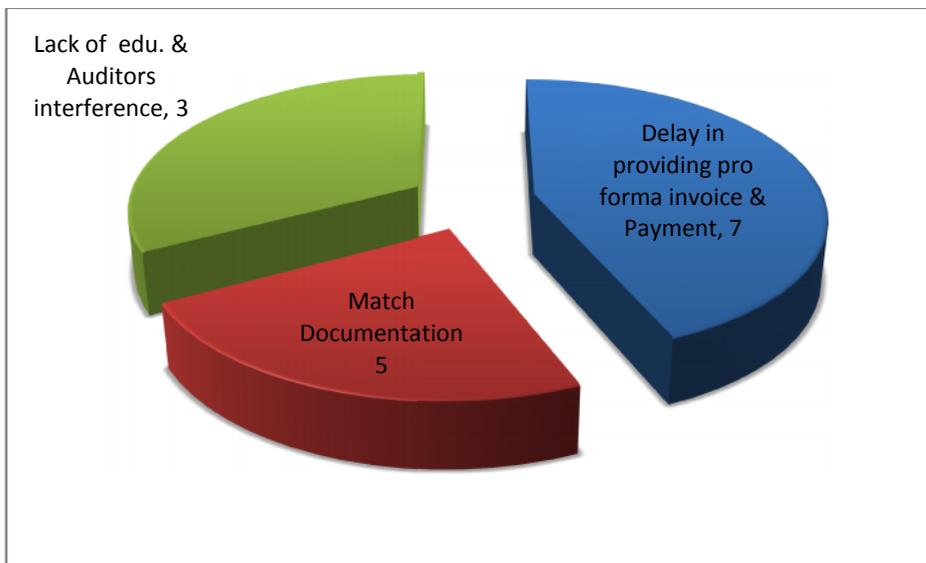
Table 4.4 shows that the major challenge facing the procurement process is delay in providing pro form invoice from suppliers and payment from the account unit. This often leads to delays in the supply of goods and service as well as the number of suppliers who are willing to supply the type of goods and services you may need credit. The next major challenge is match documentation they may need to process their procurement. This happens when they have to go through cumbersome process before approval to purchase one item.

4.3.1 Reasons for Delay in Providing Pro Forma Invoice and Payment

The researcher wanted to find out the reasons for delays in providing a pro forma invoice and payment of the goods and services procured by the institution. 7 respondents out of 15 were of the opinion that internal administrative procedures always accounted for the delays in the procurement by multiple pro forma invoices that need to be presented for approval.

Suppliers' inability to receive payment on time when the goods or services are supplied is also a factor or reason for the delay procurement process, 5 respondents shared this view while 3 respondents disagreed that the cumbersome natures of the procurement process have contributed to the delay. Figure 4.2 further explains.

Figure 4.2 Reasons for Delay in Procurement



Source of data; filed study 2013

4.4 Research Question 3: What purchasing processes can Kumasi Polytechnic adopt to improve purchasing performance?

This was to find out from respondents what purchasing processes could be used once the current one is faced with lots of challenges.

4.4.1 The Use of Electronic Procurement Facility

This was to find out from respondents if their selected institution relied on electronic procurement or e-procurement. Information technology system is an attempt to streamline and also automate purchasing and other processes; is only recently that e-procurement systems have recorded the needed attention it deserved as a means of enhancing the purchasing processes (Kishor 2006). However, out of 15 respondents from the institution, no one is using e-procurement or electronic procurement technology. This clearly shows that, the purchasing process of this institution is not aware of the laps in their current process and would continue to delay until such processes are properly streamlined.

4.4.2 Quality of Materials Purchased and Performance

The researcher wanted to find out from respondents if the quality of materials purchased through the procurement processes had an impact on performance. Out of 15 respondents from Kumasi Polytechnic, 3 strongly agreed that quality materials are obtained with the help of the procurement process and has also help improved performance as the materials supplied are good in terms of quality and meet the intended purpose put of the Polytechnic, 11 respondents agreed with the statement that if materials were available and are of good quality it makes work easy meanwhile 1 respondent was undecided as to whether quality materials produced enhanced performance or had any relations with performance.

Table 4.5 Quality of Materials Purchased and Performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	3	20.0	20.0	20.0
Agree	11	73.3	73.3	93.3
Disagree	1	6.7	6.7	100.0
Total	15	100.0	100.0	

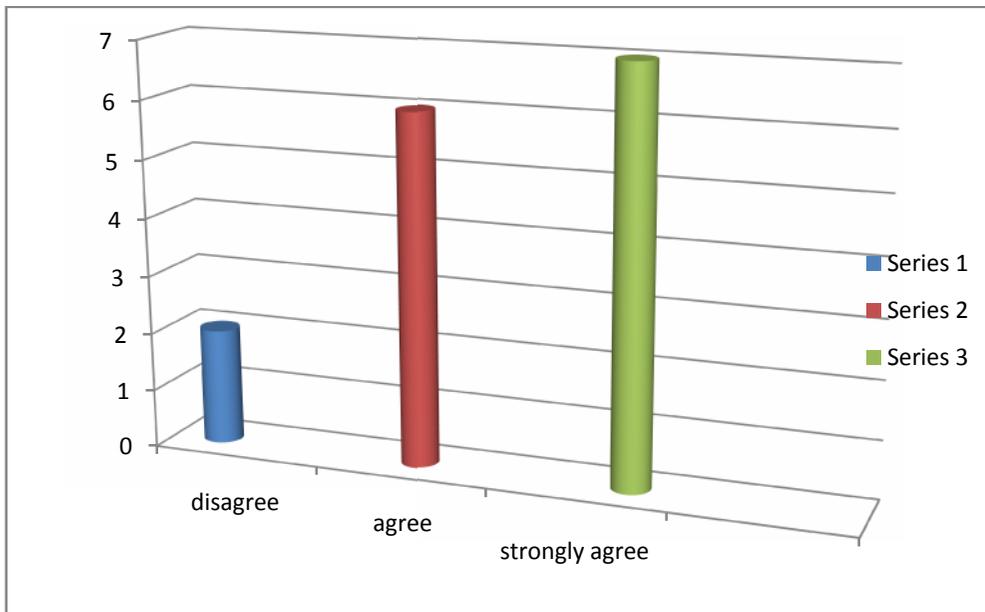
Source of data; filed study 2013

From the above table 3 out of 15 respondents strongly agreed with the statement which represents 20% of the total population, while 11 of them agreed with the statement which also represents 73.3%. However 1 respondent disagreed with the statement which took the remaining 6.7% of the population.

4.4.3 Continuity of Supply of Materials and Performance

This was to find out from respondents if the efficient procurement process which ensures continuity of materials had any relationship with performance. Two respondents disagreed with the statement, 6 agreed with the statement while 7 respondents strongly agreed with the statement that efficient procurement process which ensures continuity of supply of materials impacted on the performance of purchasing function. Figure 4.3 graphically explains further.

Figure 4.3 Continuity of Supply of Materials and Performance



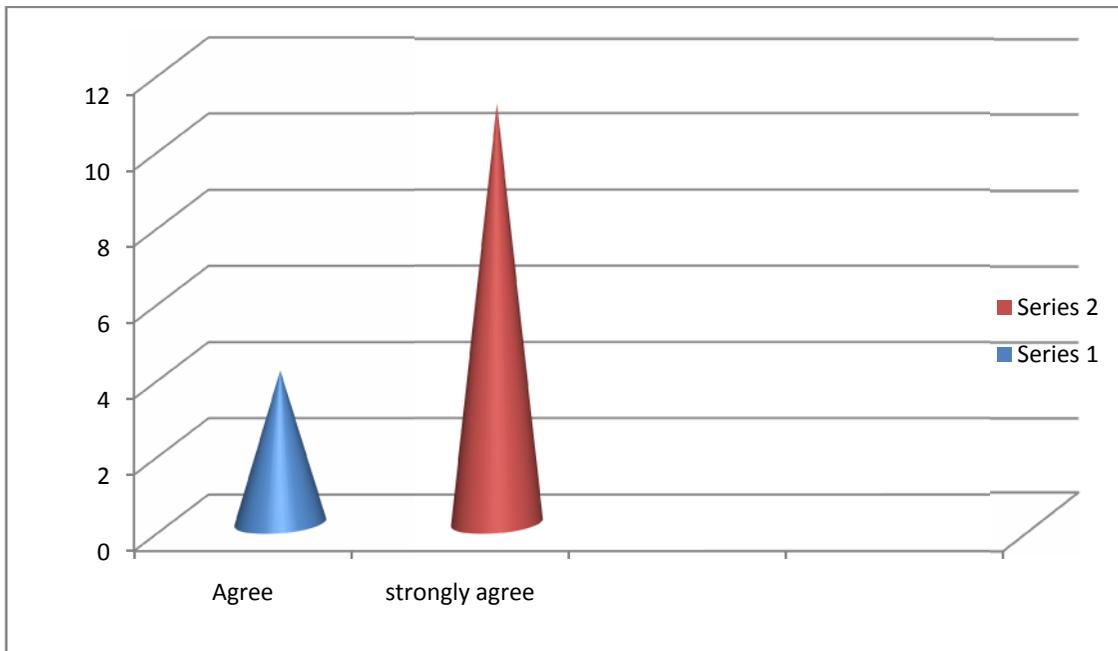
Source of data; filed study 2013

Table 4.9 shows that out of 15 respondents 7 of them strongly agreed with the statement that continuity of supply of materials helped improve performance in selected institutions. 6 of the respondents agreed to the statement while the remaining 2 disagreed with the statement.

4.4.4 Early Delivery of Materials and Performance

This section was to find out from respondents if early delivery of materials which is vital in the procurement process had an impact on performance, responses are as follows; 11 majority respondents strongly agreed with the statement that early delivery of supply of materials helped increased performance in the institution, the minority of 4 respondents agreed with the statement that if materials are readily available it helps increase performance in their institutions while delays stall performance. Figure 8 illustrates the discussions.

Figure 4.4 Early Supply of Materials and Performance



Source of data; filed study 2013

Figure 4.4 shows that the majority of respondents strongly agreed with the statement that early delivery or supply of materials ensured an increase in performance.

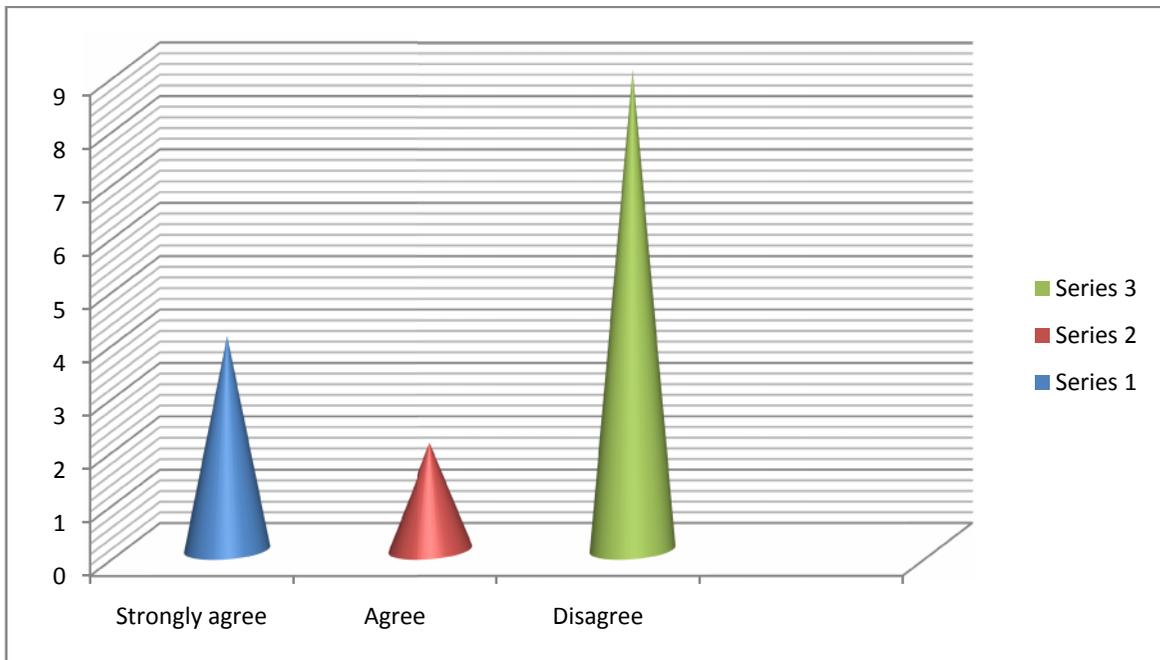
The respondents were 11 and 4 respectively.

4.4.5 Purchase Processes and Performance

This was to find out from respondents if the current public procurement process in this institution enhances performance of procurement staff in carrying out their duties. Responses from respondents are discussed as follow; Four (4) respondents strongly agreed with the statement, nine (9) respondents disagreed with the statement while two (2) respondents agreed with the statement that the current public procurement processes enhance the performance of their duties.

Figure 4.5 illustrates.

Figure 4.5 Purchase or Procurement Processes and Performance



Source of data; filed study 2013

From the graph in figure 4.5, majority of the respondents (9) disagreed with the statement, 4 of the respondents strongly agreed with the statement and the remaining 2 of the respondents agreed to the statement. This clearly shows that, the current procurement process in the institution is not the best according to the staff of the procurement unit (respondent).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The purpose of this chapter is to round off the research with summary of findings, conclusion and recommendations. The conclusions would be made from the analysis and the objectives of the research.

5.1 Summary

The research was about evaluating purchasing processes on performance in the public sector in Ghana, in the case Kumasi Polytechnic. The issues studied included evaluating public sector purchasing processes in helping to achieving high performance, the challenges faced by public institutions with regards to purchasing processes, purchasing processes Kumasi Polytechnic can adopt to improve purchasing performance and the relationship that exists between purchasing processes and performance. The research was based on the use of questionnaires. Both primary and secondary data were used in conducting the research. The population of the study included all staff of the purchasing unit of Kumasi Polytechnic; the purposive sampling technique was used in selecting respondents. Fifteen (15) respondents were selected from institution. A survey analysis method, distribution tables and figures were the statistical techniques used for the analysis of the data.

Key Findings

5.1.1 Public Sector Purchasing Process in Achieving High Performance

The analysis revealed that Kumasi Polytechnic follow the same purchasing processes. The process starts from need identification where users submit their input for the procurement plan. After approval, the procurement unit source through advertisement or request for quotation based on the threshold. Tenders are evaluated and recommendations sent to Entity Tender Committee for approval. Contracts are awarded for the supply of materials to the stores for onward supply to the user departments.

It was also realized that through this processes, the selected institution is able to get the quality of materials needed which helps purchasing improve upon their performance. Moreover, purchasing processes of both institutions also help to ensure continuity of supply of materials; this also goes a long way to ensure that works are done with the availability of materials which helps in achieving high performance. The quality of materials and continuous supply of materials help the selected institutions improve upon their performance.

5.1.2 Challenges Faced by Public Institutions with Regards to Purchasing Processes

Despite the role of purchasing processes in contributing to high performance in the selected institutions, it is faced with lots of challenges. It was observed that the major challenge faced by the institution with regards to purchasing process was delay in providing pro forma invoice. It was realized that payment to suppliers is very slow after the goods or service have delivered to the institution.

Another challenge faced by public institution with regards to purchasing process is lack of education on the process. It was observed that most of the stakeholders do not understand the entire process which times leads to confusion here and there. Therefore educating the stakeholders on procurement process will help improve the performance of the institution procurement unit. Much Documentation is always a challenge to the procurement unit in the institution; this is as a result of internal administrative procedure that they (stakeholder) go through before an item or a service is acquired or rendered to the institution.

5.1.3 Purchasing Processes Kumasi Polytechnic can adapt to Improve Purchasing Performance

With the challenges posed by the current purchasing processes, the researcher wanted to find out other means through which both institutions could use in enhancing their performance. It was realized that the institutions which is public institution follow the public procurement act and it would be therefore difficult to purchase items without using the ways prescribed by the public procurement act. Researchers suggested that respondents should introduce the use of electronics to help improve their performance.

5.1.4 Relationship that exists between Purchasing Processes and Performance

The research revealed that there exist a relationship between the purchasing process and performance. It was realized that quality of materials sourced through the purchasing process helps the institution carry on their work more effectively, more so quality of the materials ensures operational efficiencies which leads to high performance in the institution. Furthermore, with the continuous supply of materials, it helps ensure that there are no shortages and with the right material available performance is enhanced.

Finally the early supply of materials helps ensure a continuous work without breaks, materials when readily available helps increase performance in selected institutions while delays stall performance.

5.2 Conclusion

Purchasing is an important part of doing business in today's competitive environment, and that the role of purchasing units of institutions cannot be over emphasized. In spite of the important role such units play, it is faced with lots of challenges which needs to be tackled to make the purchasing units of institutions more vibrant as their activities go a long to impact on the performance of the whole organization or institution.

It was realized that the quality of materials supplied in the selected institution depended on the purchasing process adopted by the institution, more over the continuous supply of materials depended on the procurement units of the institution, this shows that such units are very important for organizations and there is the need to ensure their smooth running. Moreover the activities of the purchasing unit impacted or impacts on the whole institution, quality materials supplied is for the betterment of the institution while the continuous supply of such materials without delays are also good for the institution involved.

In spite of this importance they play, they are faced with lots of challenges which include, delay in providing pro forma invoice and early payment to suppliers, lack of education on the process to stakeholders and much documentation which sometime slows the whole process hence causing delays.

5.3 Recommendation

From the research it has been revealed that purchasing process have an impact on performance in organizations and it is also characterized by both negative and positive results as far as the progress and growth of an organization is involved. Considering the importance of purchasing units in organizations there is the need for immediate steps to be taken to improve its performance in organizations. The following is therefore recommended.

The issue of electronic procurement should be given a critical look; e-procurement involves the use of technology in the purchase of materials over the internet. The selected institution had no access or the facilities to do this and should be encouraged to get in electronic procurement which compared to the current mode of purchase is faster.

5.4 Suggestion for Future Research

The research has brought to fore assessment of purchasing processes in the public sector. Based on this study, further research is suggested to be conducted into effective implementation of e-procurement to address most of the challenges identified by this research work.

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APPENDIX

QUESTIONNAIRE GENERAL

Please mark or state where needed

Gender: Male [] Female []

Please show your job title in the organisation

- i. Head of Procurement Unit []
- ii. Head of Stores []
- iii. Procurement Officer []
- iv. Supply Officer []
- v. Others specify.....

Have you heard about Public Procurement Act 663?

- i. Yes []
- ii. No []

Is procurement unit responsible for all procurements with the threshold of Act 663 in the institution?

- i. Yes []
- ii. No []

PROCUREMENT PROCESS

1. Where does your procurement process begin?

- i. Procurement Planning []
- ii. Identification of operational requirements []
- iii. Request for quotations and tenders []
- iv. Specification []
- v. Source identification []

2. Where does it end?

- i. Payment to suppliers []
- ii. Evaluation of the whole process []
- iii. Delivery of goods or services []
- iv. Awarding of contract to successful tenderer []

3. Please briefly explain the procure process your institution uses to procure required materials:

.....

.....

.....

4. Do you use electronic procurement in your institution?

- i. Yes []
- ii. No []

5. If yes, is the electronic procurement effective in responding to needs of users?

- i. Strongly Agree []
- ii. Agree []
- iii. Strongly Disagree []
- iv. Disagree []
- v. Undecided []

6. If your answer is NO to the above question, state reasons for its inefficiencies

.....

.....

.....

PUBLIC PROCUREMENT PROCESS

7. We have adopts the procurement cycle in Public Procurement Authority in all our activities

- i. Strongly Agree []
- ii. Agree []
- iii. Strongly Disagree []

8. What are some of the challenge you face in the process, briefly explain

.....

.....

.....

9. Lower prices are always obtain by going through the Procurement Authority Process

- i. Strongly Agree []
- ii. Agree []
- iii. Strongly Disagree []
- iv. Disagree []
- v. Undecided []

10. Quality is always achieved

- i. Strongly Agree []
- ii. Agree []
- iii. Strongly Disagree []
- iv. Disagree []
- v. Undecided []

11. What procurement methods have your organisation normally use for procurement activities?

- i. International Competitive Tendering []
- ii. National Competitive Tendering []
- iv. Restrictive Tendering []
- v. Price Quotation []
- vi. Single or Sole Sourcing []

12. Please would you explain why you chose the methods?

.....
.....
.....

13. Base on your answer in question 12, what is the duration in getting your required materials?

- i. One month []
- ii. Two months []
- iii. Three months []
- iv. Others, specify []

14. Can you give reasons for long lead time in the Procurement Process Internal Administrative Procedures?

- i. Suppliers failure to supply on time []
- ii. Burdensome nature of the procurement process []
- iii. Other specify []

FACTOR AFFECTING PROCUREMENT EFFICIENCY

15. Quality of materials procured depends on the efficiency of procurement process in our institution

- i. Strongly Agree []
- ii. Agree []
- iii. Strongly Disagree []
- iv. Disagree []
- v. Undecided []

16. Early delivery of materials is very important to procurement successful.

- i. Strongly Agree []
- ii. Agree []
- iii. Strongly Disagree []
- iv. Disagree []
- v. Undecided []

17. In our institution the flow of communication among stakeholders enhances the procurement process

- i. Strongly Agree []
- ii. Agree []
- iii. Strongly Disagree []
- iv. Disagree []
- v. Undecided []

18. Can you briefly state the area (s) in which procurement has failed to perform.

.....

.....

PROCUREMENT PERFORMANCE

How would you rate the overall efficiency of your institution procurement process?

- i. Excellent []
- ii. Very good []
- iii. Good []
- iv. Bad []
- v. Poor []

19. Please briefly explain how you ensure value for money in your procurement process?

.....

.....

PROCUREMENT PERFORMANCE

20. How would you rate the overall efficiency of your institution procurement process?

- i. Excellent []
- ii. Very good []
- iii. Good []
- iv. Bad []
- v. Poor []